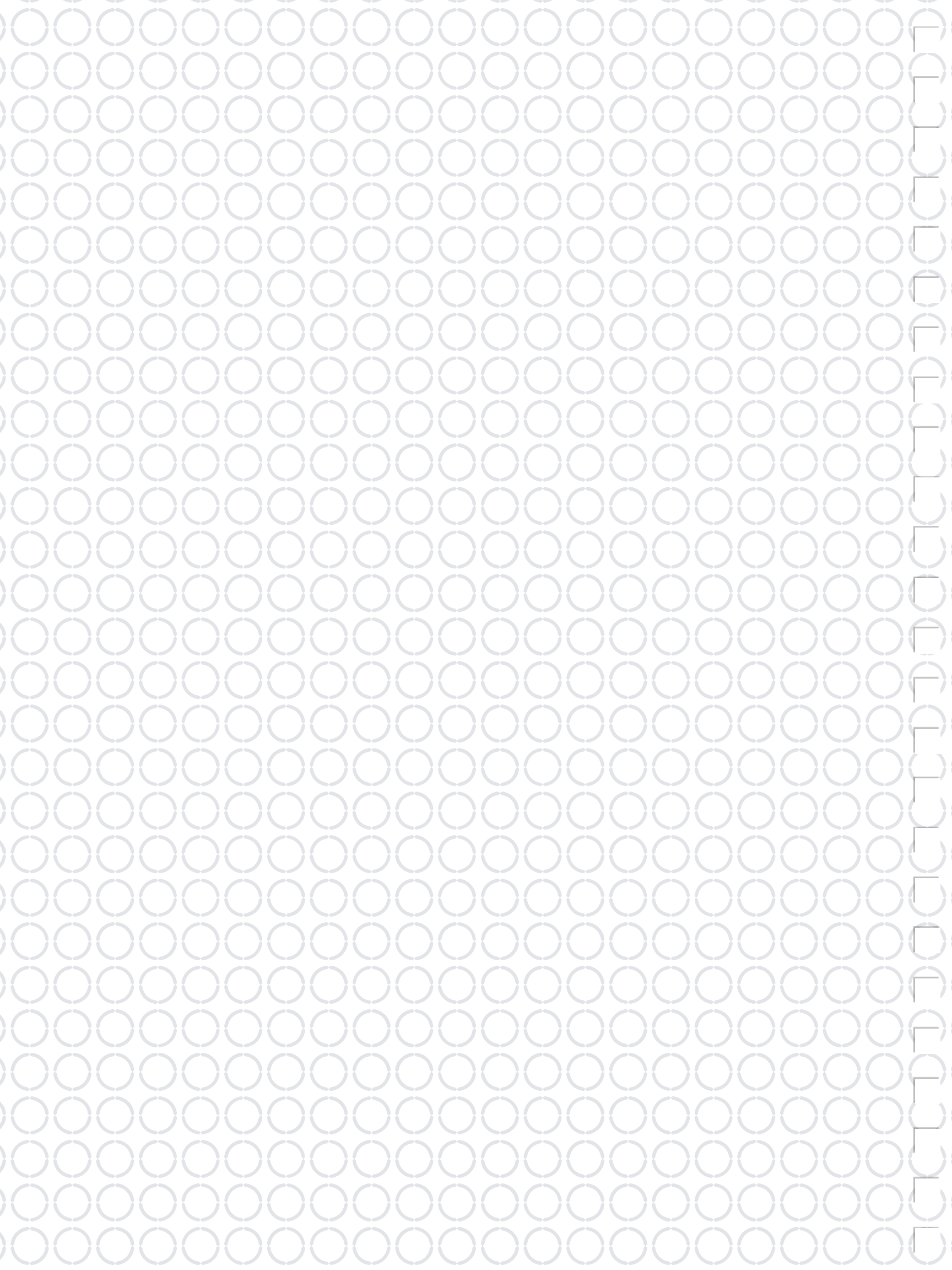




WE ARE ALL PATIENTS

ERDMAN  
A COGDELL SPENCER COMPANY



**GETTING SICK**  
is not a choice.

And **STAYING WELL**  
is essential.

**WHEN YOU ARE THE PATIENT,**  
where will you want to go?

**WHETHER HEALING OR TAKING PREVENTATIVE MEASURES, YOU WILL CHOOSE A POSITIVE PLACE.**

AND YOUR SELECTION WILL BE ABOUT SO MUCH MORE THAN FOUR WALLS. YOU WILL CHOOSE A HEALTHCARE ENVIRONMENT THAT APPEALS TO BOTH YOUR HEART AND YOUR HEAD.

**ERDMAN DELIVERS HEALTHCARE SOLUTIONS - ENTIRE ENVIRONMENTS - FOR YOUR NEEDS AS A PATIENT - AND AS A PROVIDER.** ENVIRONMENTS ADVANCED BY DECADES OF EXPERTISE AND INGENUITY. ENVIRONMENTS ENTHUSED WITH POSSIBILITY AND HOPE.

**ERDMAN CREATES INSPIRING ENVIRONMENTS** FOR THE FUTURE OF HEALTHCARE, BECAUSE WE ARE ALL PATIENTS, AND WE HAVE A CHOICE.



PROFILE

EFFECTIVE | TIMELY | EFFICIENT |  
ABLE | PATIENT-CENTERED | SAFE |  
VE | TIMELY | EFFICIENT | EQUITABLE  
CENTERED | SAFE | EFFECTIVE | TIM  
NT | EQUITABLE | PATIENT-CENTER  
| EFFECTIVE | TIMELY | EFFICIENT |  
ABLE | PATIENT-CENTERED | SAFE |  
VE | TIMELY | EFFICIENT | EQUITABLE  
CENTERED | SAFE | EFFECTIVE | TIM  
NT | EQUITABLE | PATIENT-CENTER  
| EFFECTIVE | TIMELY | EFFICIENT |  
ABLE | PATIENT-CENTERED | SAFE |  
VE | TIMELY | EFFICIENT | EQUITABLE  
CENTERED | SAFE | EFFECTIVE | TIM  
NT | EQUITABLE | PATIENT-CENTER  
| EFFECTIVE | TIMELY | EFFICIENT |



## AN INSPIRING, ENGAGING HEALTHCARE ENVIRONMENT



**To us, integration is everything.**

Flexibility is not a prescribed, predetermined sequence of services. Each of our four disciplines has its own intrinsic value, and different projects necessitate different combinations of those services. By best serving the unique needs of your healthcare organization, we offer a brand of flexibility and integration as unique as the results it produces.

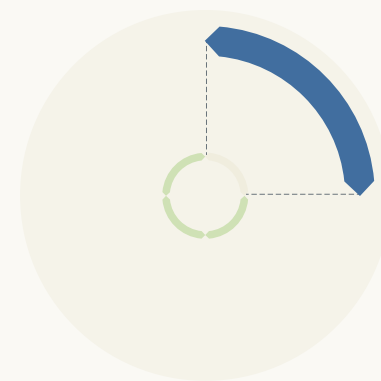
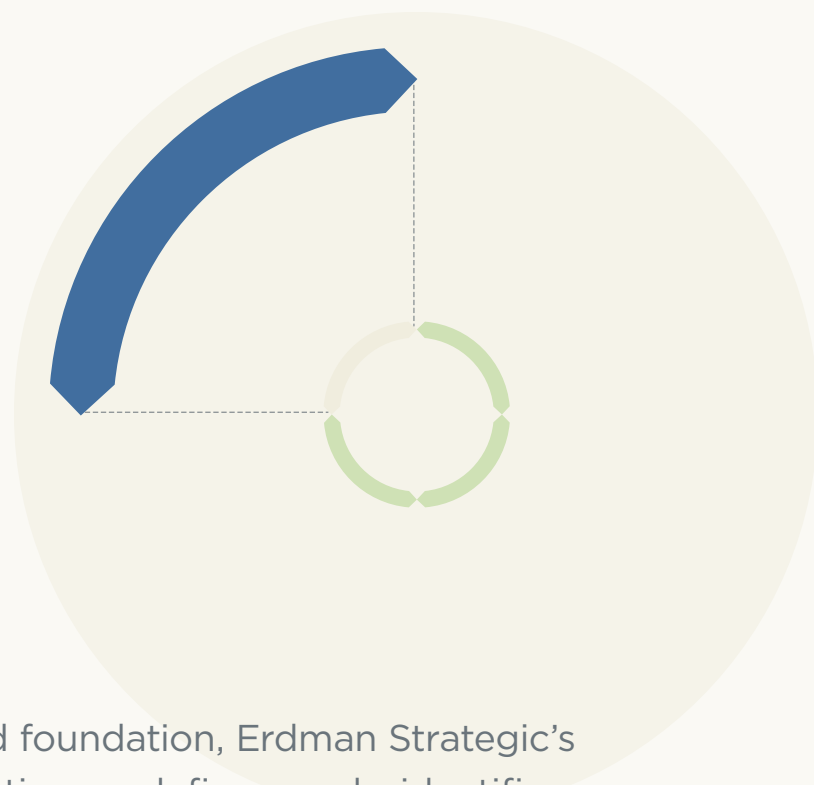
**It's a simple matter of reinventing the wheel.**

## Strategy

With an evidence-based foundation, Erdman Strategic’s coordinated service continuum defines goals, identifies challenges, and leverages opportunities. We assess proposed strategies against the Institute of Medicine’s Aims, as excellence in healthcare delivery contributes to financial success. Our resulting course of action helps advance your organization as a whole, leading to measurably improved outcomes.

Erdman Strategic is acutely attuned to the challenges and opportunities presented by a constantly shifting healthcare landscape. Our service spectrum includes visioning; organizational strategy development; financial analyses; market evaluations; operational analyses, including quantum redefinition; planning and programming; technological assessments; and implementing performance-driven sustainability.

Erdman Strategic is led by a Chief Medical Officer, MD, MBA, who formerly was Chief Executive Officer of a large health system and Chairman of AMGA. From evaluating resource capacity and technological options, to analyzing market trends and financial data, we know healthcare and are dedicated to transforming your vision into a reality.

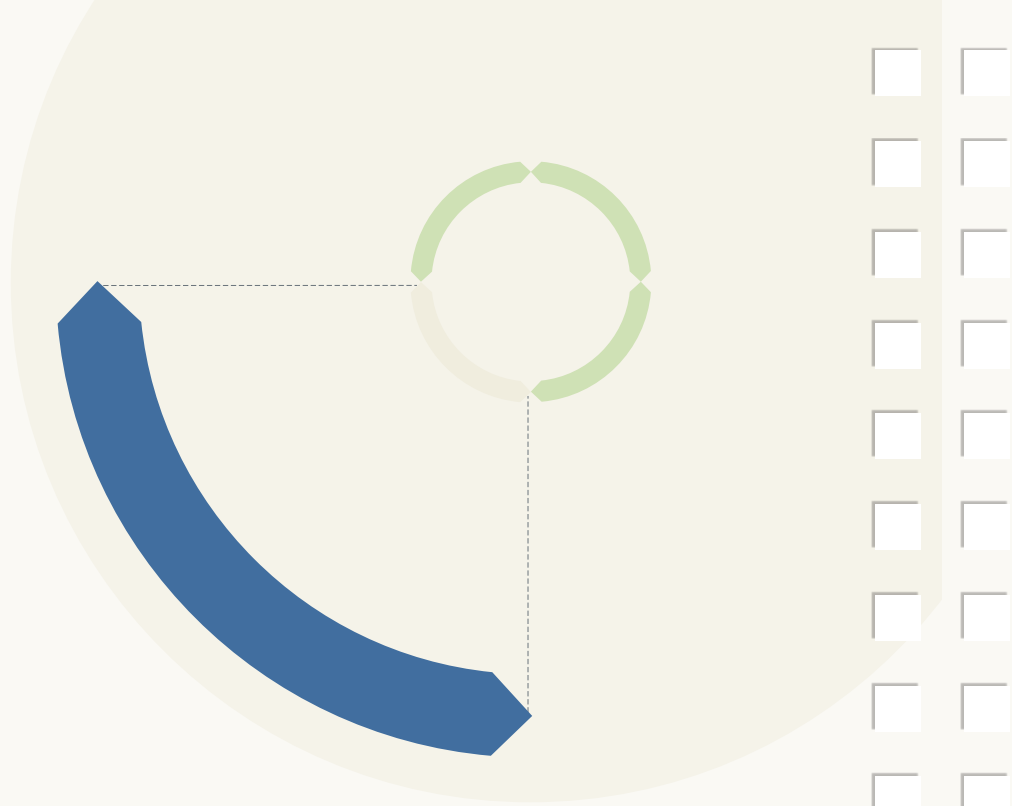


## Development

As part of publicly traded Cogdell Spencer Inc. (NYSE: CSA), Erdman offers creative capital solutions, exclusively for healthcare environments. From feasibility to financing, ownership structuring to leasing, our services result in a strategy that minimizes your risk and maximizes your return. And, our financial strength provides the peace of mind that we can honor all of our commitments.

We view our developments as long-term investments. We draw upon our expertise to deliver a quality facility that maintains its efficiency and value – mitigating both our risk and yours. We still own the first facility that we developed more than three decades ago.

Erdman understands the unique challenges faced by healthcare organizations. More than any other healthcare developer, we further our market-leading response to evolving healthcare trends through continuing education and direct market engagement. As a result, we offer approaches that create long-term stability for healthcare environments and long-term revenue streams for healthcare partners.



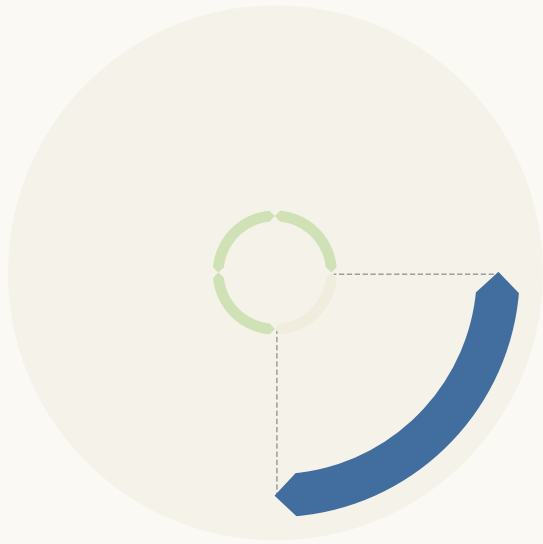
## Design

Erdman has been focused exclusively on healthcare design for more than 50 years. This strong foundation has allowed us to evolve our designs. Have you seen our latest innovations? Erdman’s new facilities highlight creative flexibility and reflect the uniqueness of the communities they serve.

From inpatient to outpatient, Erdman’s designs address the aesthetic and operational needs of healthcare. We incorporate features that enhance the patient experience and enable families to participate in the healing process. The result is an inspired environment that attracts both patients and providers, improving your market share.

Erdman is a leader in sustainable design, with a continuously expanding foundation of multi-disciplined LEED accredited professionals. We develop a sustainable strategy at project inception that achieves triple-bottom-line benefits: reduced lifecycle costs, a healthier community, and responsible environmental stewardship. Our basic design philosophy incorporates a sustainable strategy.

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## Construction

Erdman’s design and construction processes operate in tandem, providing you with an early commitment to budget, scope, and schedule. At project inception, we identify construction considerations, which lead to proactive design solutions. Throughout the design process, we prepare for construction; develop accurate schedules; and incorporate knowledge of supply costs and local market conditions. Our method ensures a seamless transition from design to construction and results in speed-to-market, while mitigating risk.

To maximize efficiency, quality control, and speed, we employ lean techniques. Erdman uses proven constraint management; selects local subcontractors early in the process; generates visual aides to simplify information; and employs a vetted approach to logistics planning. This global strategy drives site organization, material deliveries, and workflow.

The benefits of Erdman’s collaboration and single source accountability continue even after your facility is complete. We provide quality assurance, issue resolution, and warranty services. Plus, our continuous involvement ensures a greatly simplified LEED certification process.

# UNITING

In March 2008, Erdman merged with the publicly traded real estate investment trust (REIT), Cogdell Spencer Inc., to create the nation’s largest, fully integrated healthcare solutions company. Erdman’s plan-design-build expertise united with Cogdell Spencer’s capital development and property management experience to create an unmatched continuum of services: advisory, feasibility, and strategy development; ownership structure creation; asset reorganization and financing; design and construction; and capital development and property management. Our ability to provide these services and structure joint venture investment opportunities for healthcare partners is unique in the healthcare industry.

## Cogdell Spencer Inc.

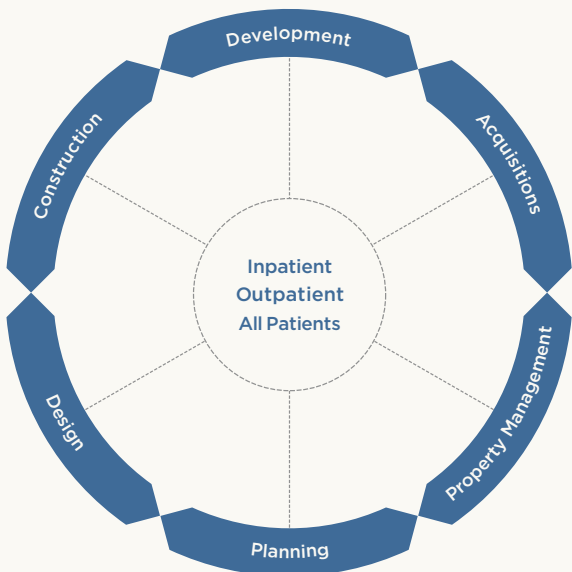
Since 1972, Cogdell Spencer (NYSE: CSA) has focused exclusively on the development and management of healthcare facilities across the U.S. We specialize in partnerships with physician investors and treat our developments as long-term investments. In fact, Cogdell Spencer’s flagship property is still part of its portfolio today. A sample of our portfolio is available online. [cogdellspencer.com](http://cogdellspencer.com)

## Erdman, A Cogdell Spencer Company

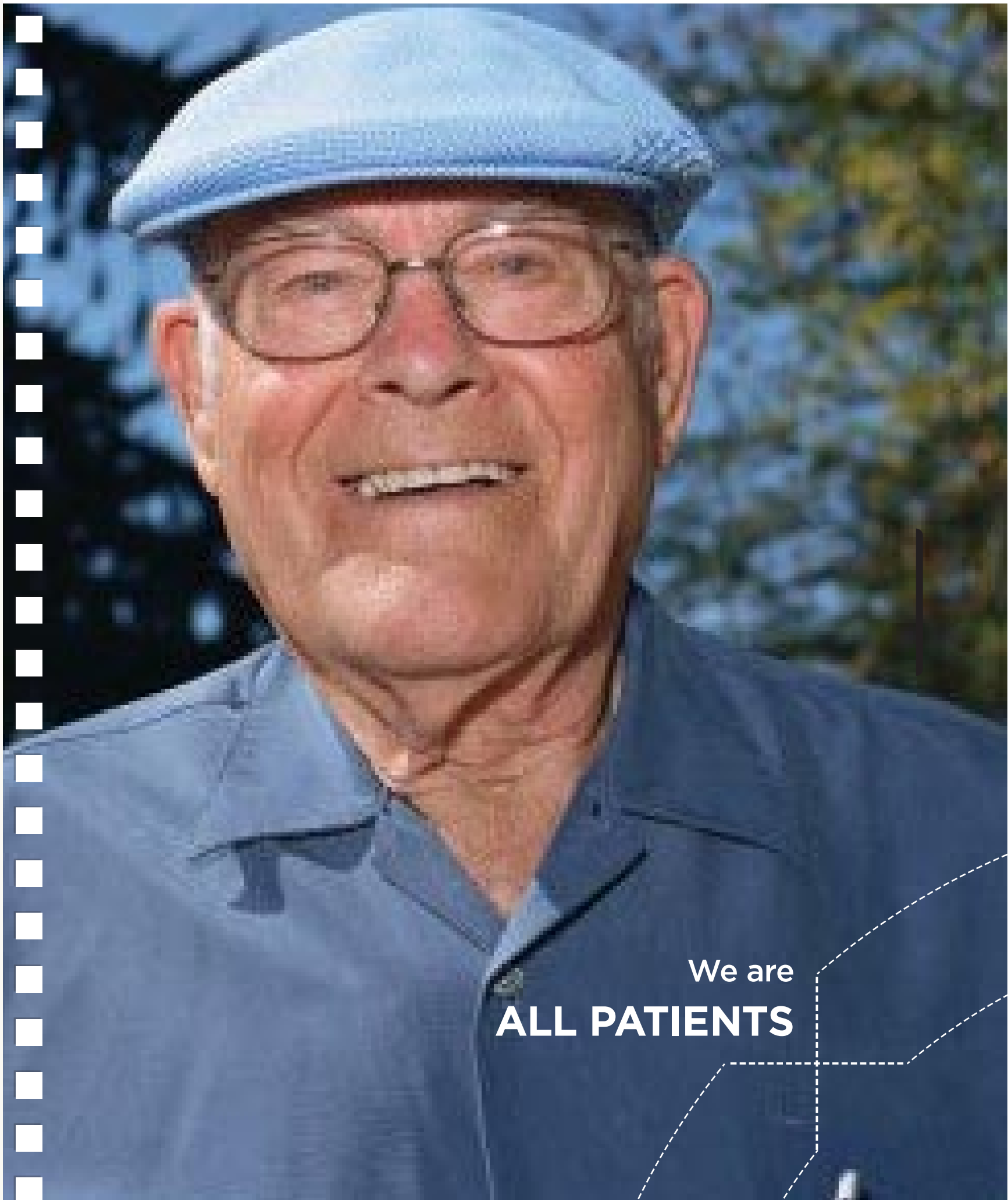
Since 1954, Erdman has been planning, designing, and building innovative healthcare environments. We believe that the complex and rapidly shifting healthcare landscape requires total focus and specialized experience, which is why each of our employees is dedicated exclusively to healthcare facilities, from conception to completion. To view some of our projects, visit [erdman.com](http://erdman.com).

# TO ADVANCE A SINGLE GOAL

We are committed to improving the quality of healthcare with inspiring environments and innovative solutions.



CSA  
LISTED  
NYSE



We are  
**ALL PATIENTS**

STAINABILITY | FLEXIBLE OWNERSHIP  
STRUCTURING | FINANCIAL, MARKET, &  
ONAL ANALYSES | SPEED-TO-MARKET  
ATED DESIGN-BUILD | HEALTHCARE  
FOCUS | PROVEN CAPITAL SOLUTIONS  
NCED-BASED PLANNING & DESIGN  
ORMANCE-DRIVEN SUSTAINABILITY  
BLE OWNERSHIP STRUCTURING |  
, MARKET, & OPERATIONAL ANALYSIS  
TO-MARKET | INTEGRATED DESIGN  
HEALTHCARE EXCLUSIVE FOCUS |  
CAPITAL SOLUTIONS | EVIDENCE-  
ANNING & DESIGN | PERFORMANCE  
STAINABILITY | FLEXIBLE OWNERSHIP  
STRUCTURING | FINANCIAL, MARKET, &  
ONAL ANALYSES | SPEED-TO-MARKET



**SCOTT RANSOM**  
PRESIDENT & CEO

**ERDMAN**  
A COGDELL SPENCER COMPANY

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